

THE FUTURE IS NOT WHAT IT USED TO BE

three guiding principles you can't ignore

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Forbes



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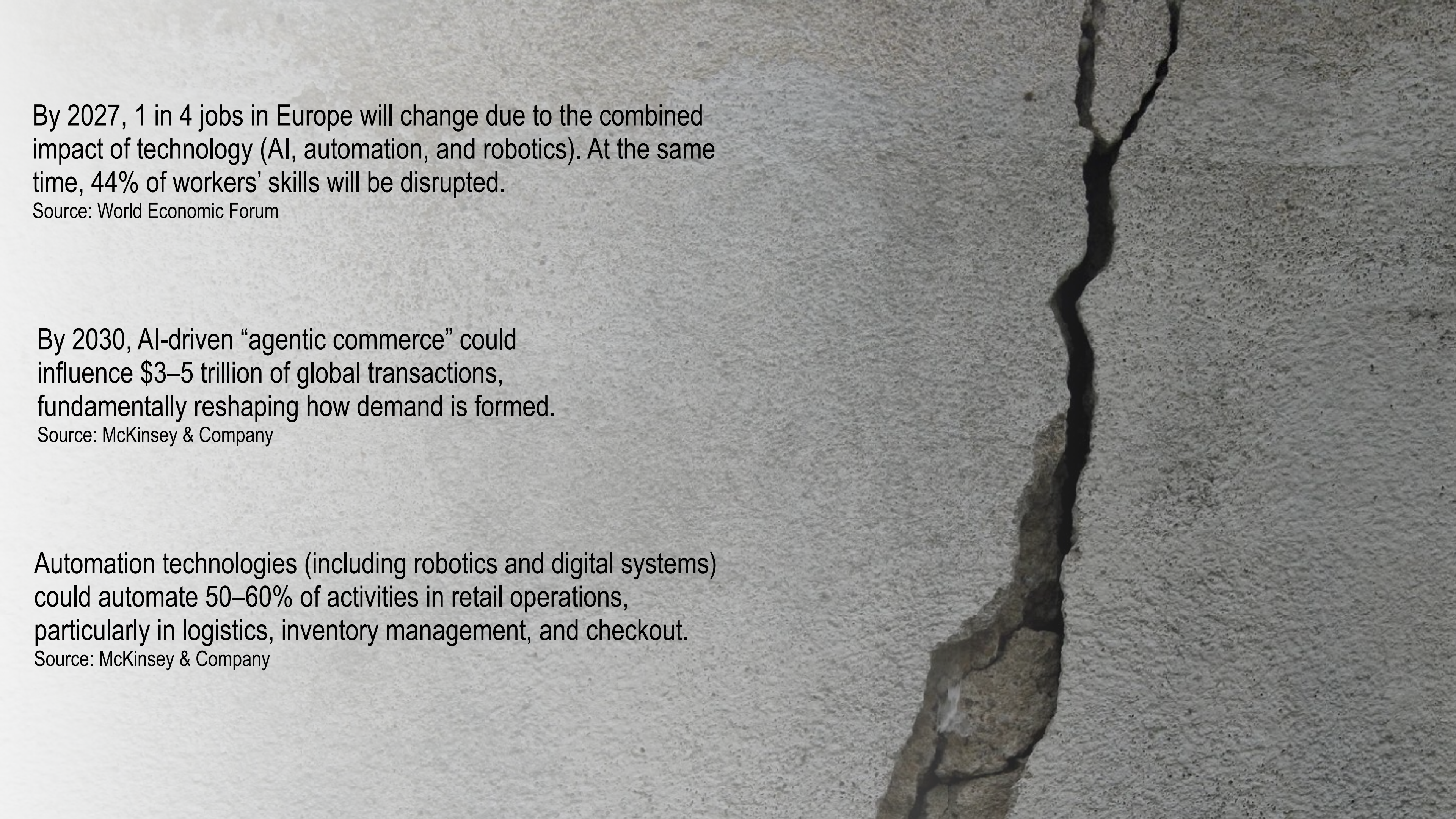
E EMERITUS

headspring
executive development



PEOPLE LIKE TO DO BUSINESS WITH PEOPLE THEY LIKE

**WHAT WILL YOU CHOOSE TO DELEGATE TO
MACHINES AND WHAT WILL YOU
DELIBERATELY KEEP HUMAN?**

A vertical crack in a concrete wall, symbolizing disruption or change.

By 2027, 1 in 4 jobs in Europe will change due to the combined impact of technology (AI, automation, and robotics). At the same time, 44% of workers' skills will be disrupted.

Source: World Economic Forum

By 2030, AI-driven “agentic commerce” could influence \$3–5 trillion of global transactions, fundamentally reshaping how demand is formed.

Source: McKinsey & Company

Automation technologies (including robotics and digital systems) could automate 50–60% of activities in retail operations, particularly in logistics, inventory management, and checkout.

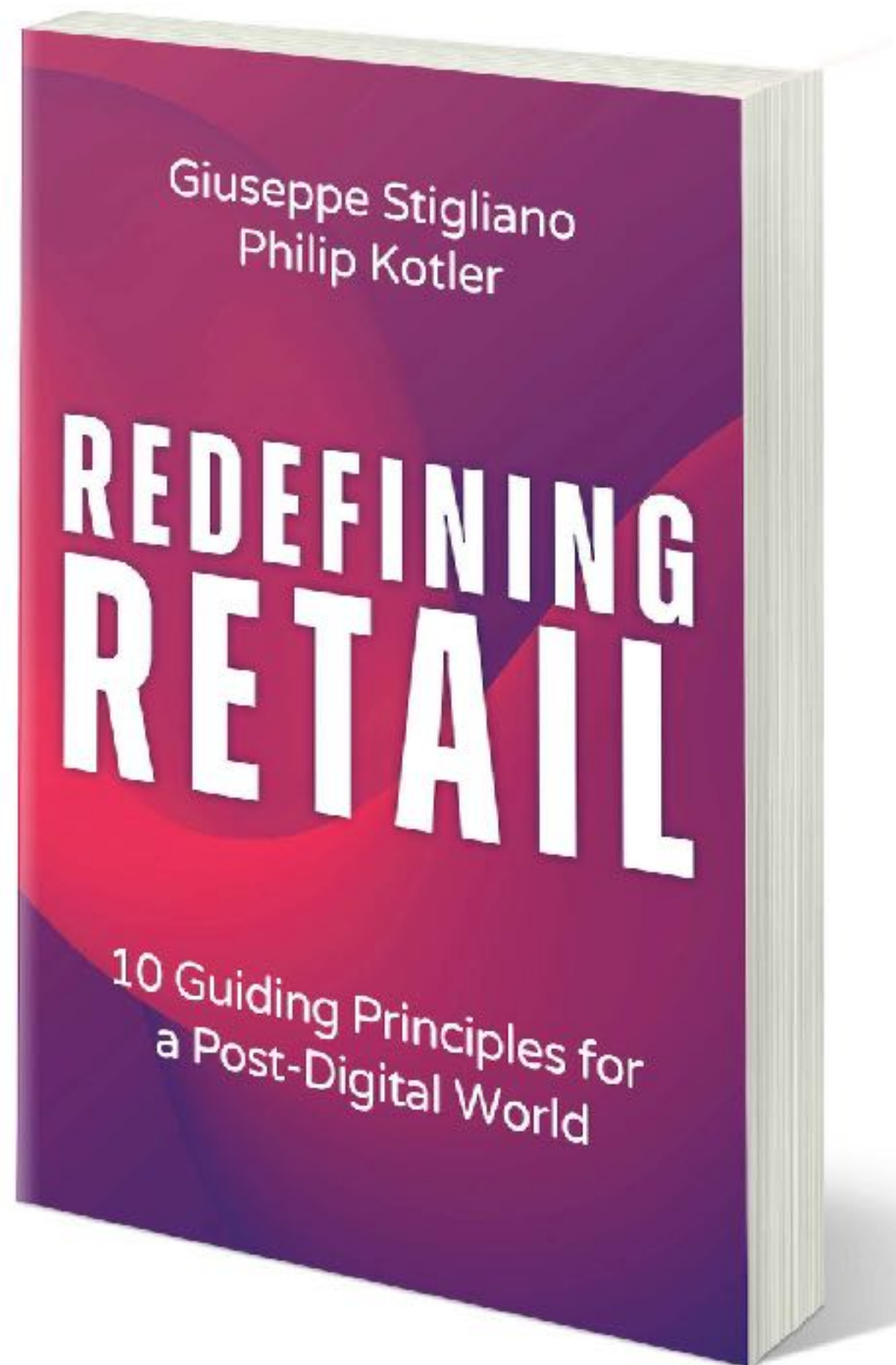
Source: McKinsey & Company



THIS IS NOT WEATHER. THIS IS CLIMATE CHANGE.

salt sellers in a world of fridge buyers





3 GUIDING PRINCIPLES YOU CAN'T IGNORE

A scenic view of a winding road at dusk or dawn, with a large hill in the background. The text "BE AMBIDEXTROUS" is overlaid in white.

BE AMBIDEXTROUS

will

DENY

You refuse to transform, convinced that what got you here will get you through this.

PRETEND

You perform transformation: you announce it, you brand it, you budget for it; but you protect everything that actually needs to change.

execution

DELAY

You commit genuinely, but you move too slowly and the window closes before the results arrive.

RUSH

You move too fast and you break the organization before the company's culture can absorb what you're building.



BMW X FORTNITE

WELCOME TO HYPNOPOLIS

A 3D CUSTOMER JOURNEY

Physical, Digital, Virtual



engagement

3H

the time Gen Z & Gen Alpha spend on Roblox/day, 2x vs TikTok and 3x vs IG

awareness

700

millions users playing Roblox, Fortnite & Minecraft every month, 300 on Roblox alone

consideration

2/3

of teens prefer gaming over any other online activity

opportunity – brands across all industries are diverting their media budget towards virtual worlds

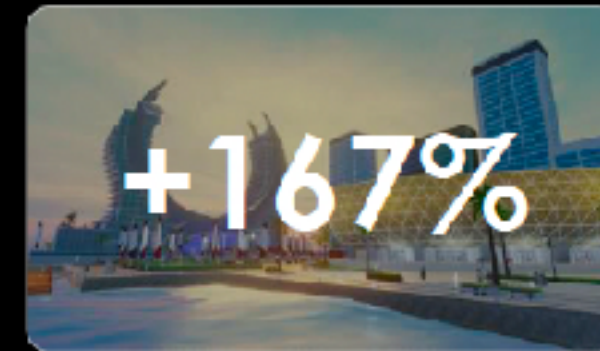
+58%

increase of activations
inside virtual worlds in
H1 2024 vs H1 2023

Retail



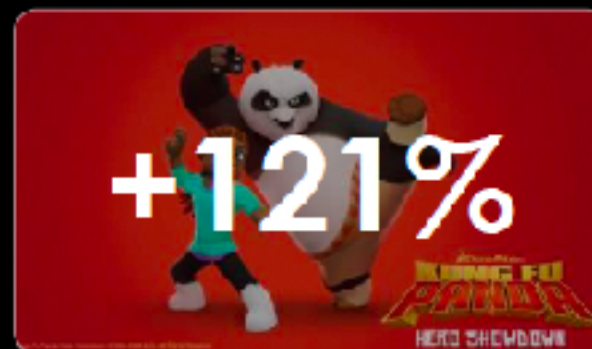
Travel & Tourism



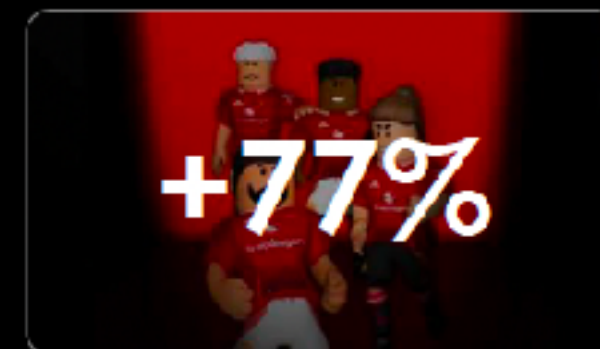
Consumer Goods



Entertainment



Sports



F&B



retail – leveraging Roblox to showcase community work & sell products out of platform – Walmart case

Walmart launched “Walmart Discovered” with the goal of showcasing top experiences from over 350 content creators & selling physical products within the experience, a Roblox-first

30M

lifetime
visits

**6
min**

avg
session time

96%

user
appreciation



- top 10% of branded experiences in terms of total visits
- top 1% of branded experiences in terms of user rating
- highly appreciated by Roblox users due to its community-driven approach

beauty – building brand awareness through gaming to drive women empowerment – L'Oréal case

L'Oréal Paris recently launched “Catwalk Simulator”, a proprietary experience on Roblox to:

- promote its 2024 Paris fashion week show
- share women empowerment messages

3M

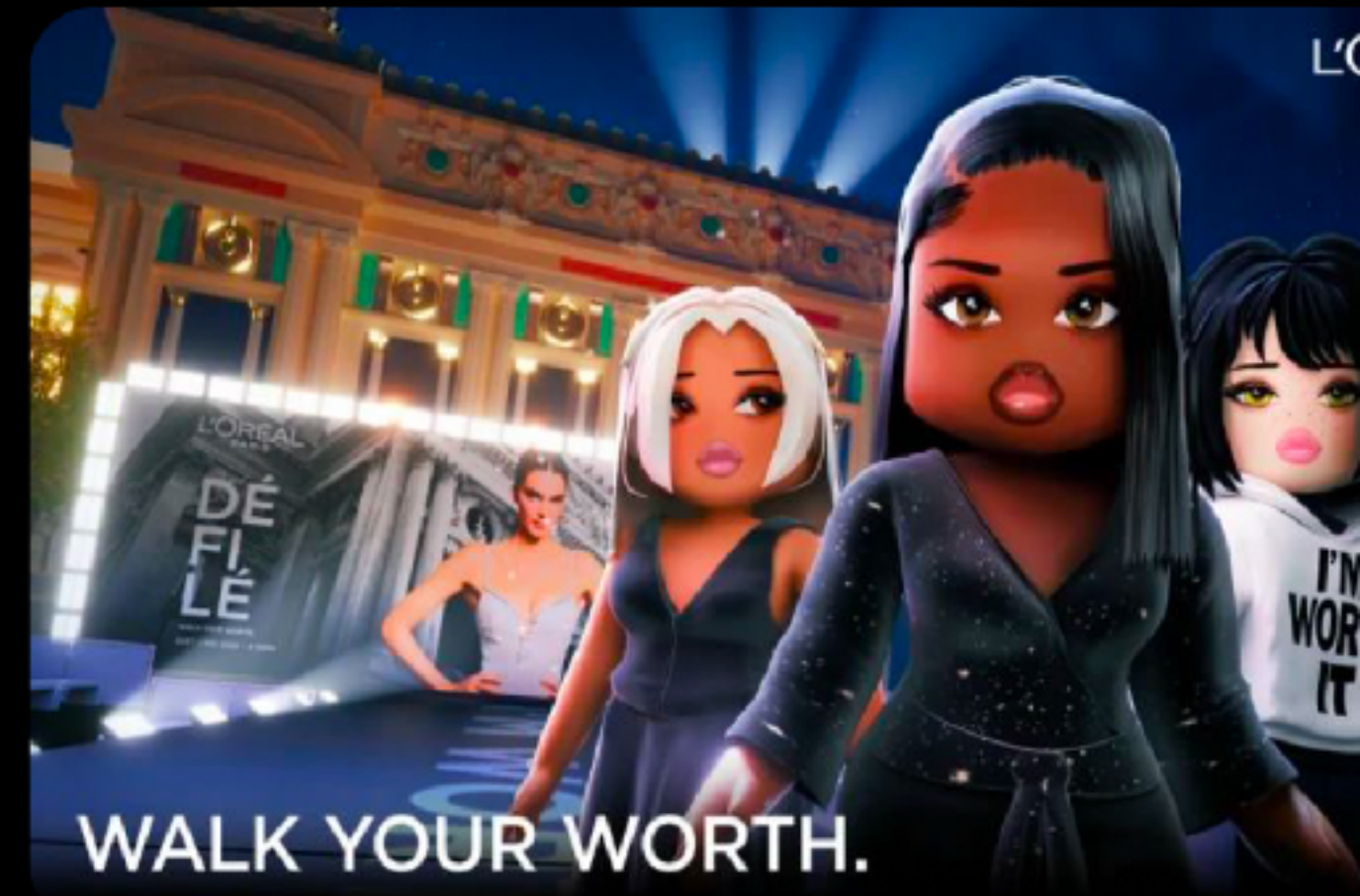
lifetime
visits

7
min

avg
session time

96%

user
appreciation



- top 1% of experiences on Roblox in terms of user appreciation
- leveraged its ecosystem to transmit women empowerment & self-love messages
- highly appreciated by the community due to its easy & collaborative minigames

retail – recruiting present & future workers through gaming – IKEA case

IKEA, leveraged its "The Co-Worker" Roblox experience to give Gen Z & Alpha a sense of what working in a real IKEA store is like, receiving thousands of applications for its virtual jobs offering

5.9M

lifetime
visits

180K

applications
received for
virtual job

+50%

increase of
real-life
applications

GET PAID TO WORK
AT IKEA ON ROBLOX.



- experience was geo-targeted to UK & Ireland & +18 candidates
- it offered remote, temporary contracts worth \$15/hour
- different job types were available, from being store manager to serving food in the virtual Bistro

LensCrafters Eye Odyssey – an engaging edutainment game loved by users teaching the importance of eyecare

traffic

518K
visits

of which:

- over 40% were from the US (target market)
- over 66% were below 18 y.o. (target audience)

user appreciation

88%
like ratio

- top 10% of branded experiences ever released on Roblox (out of 600 published in the last 3 years)
- top 5% of retail ones

engagement

7.0 min
avg. session time

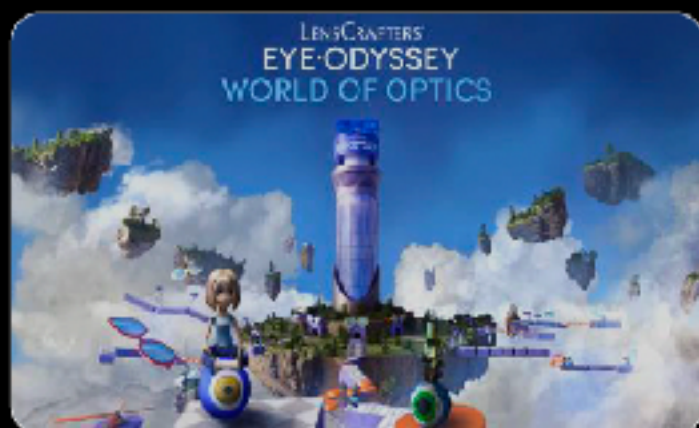
top 50 of current branded experiences on Roblox for the last game update

avg for Season 2 is ~7.0 min, top 50

marketing

50K+
UGCs distributed

despite limited marketing activations, most items released went sold out in less than 24H



F&B – integrating inside existing popular games to drive cross-channel awareness – Oreo's case

f

OREO & Xbox created an innovative campaign which, by scanning biscuits with the OREO's app, allowed people to find a cheat code they could use to get exclusive content inside popular games

6.7B

impressions
across socials

2nd

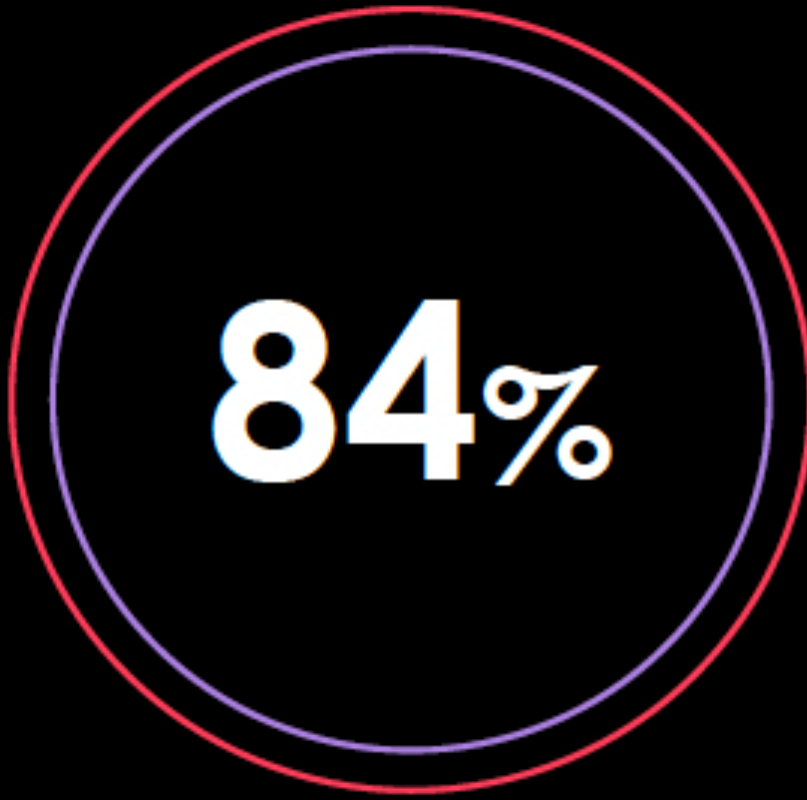
most awarded
campaign in 2023

827K

unique items
retrieved



- "Cheat Cookies" activation went live inside Halo Infinite, Seas of Thieves, and Forza Horizon 5
- the campaign was distributed in 24 different countries
- 2nd most awarded campaign of 2023 based on World Creative Rankings



84%

of Gen Z customers (aged 14/29) is more likely to buy a product in real life after trying it on their avatar in virtual worlds.

A person wearing a dark suit is holding a tablet computer. A vibrant blue liquid splash emanates from the screen of the tablet, spreading outwards. The background is a dark, textured grey.

PHYSICAL IS REAL. DIGITAL IS REAL. VIRTUAL IS REAL.

Trap 1

Refuse

You believe your current marketing strategy is sufficient. Physical and digital have always been enough. Until they weren't.

Trap 2

Perform

You show interest but protect the existing media budget. No redistribution, no partnerships, no real bets on the virtual world.

Trap 3

Delay

You explore cautiously — one pilot at a time. Meanwhile the next generation is already forming brand loyalties in virtual worlds.

Trap 4

Rush

You divert budgets too fast. Sales dip. Stakeholders panic. The experiment gets killed before it had a chance to prove itself.

5

ACT

Be ambidextrous. Explore the virtual world — without abandoning what works.

Organizational ambidexterity means *exploiting existing sources of ROI* while simultaneously *exploring new territories* like gaming, virtual brand presence, and the 3D customer journey. Ask your marketing director: what is our plan to be present where the next generation of customers is already meeting brands?

A photograph of two elderly men with long white beards sitting on a bamboo raft on a river. The man in the foreground is wearing a dark blue long-sleeved shirt and is barefoot, with his legs stretched out and hands clasped. The man in the background is wearing a light blue long-sleeved shirt and is also barefoot, sitting cross-legged. A large woven basket is visible on the right side of the raft. The background shows a river and a forested hillside.

BE EXPONENTIAL

**“THE MOST SUCCESSFUL ORGANIZATIONS OF 2030
WON’T BE THE BIGGEST. THEY WILL BE THE MOST **CONNECTED.**”**

Giuseppe Stigliano

Organizations built for stability cannot transform alone.

22% of EU businesses provide ICT training for staff
EUROSTAT, 2024

43% cite lack of time as the main barrier to training
OECD SME SURVEY

37% cite hardware and maintenance costs
OECD SME SURVEY

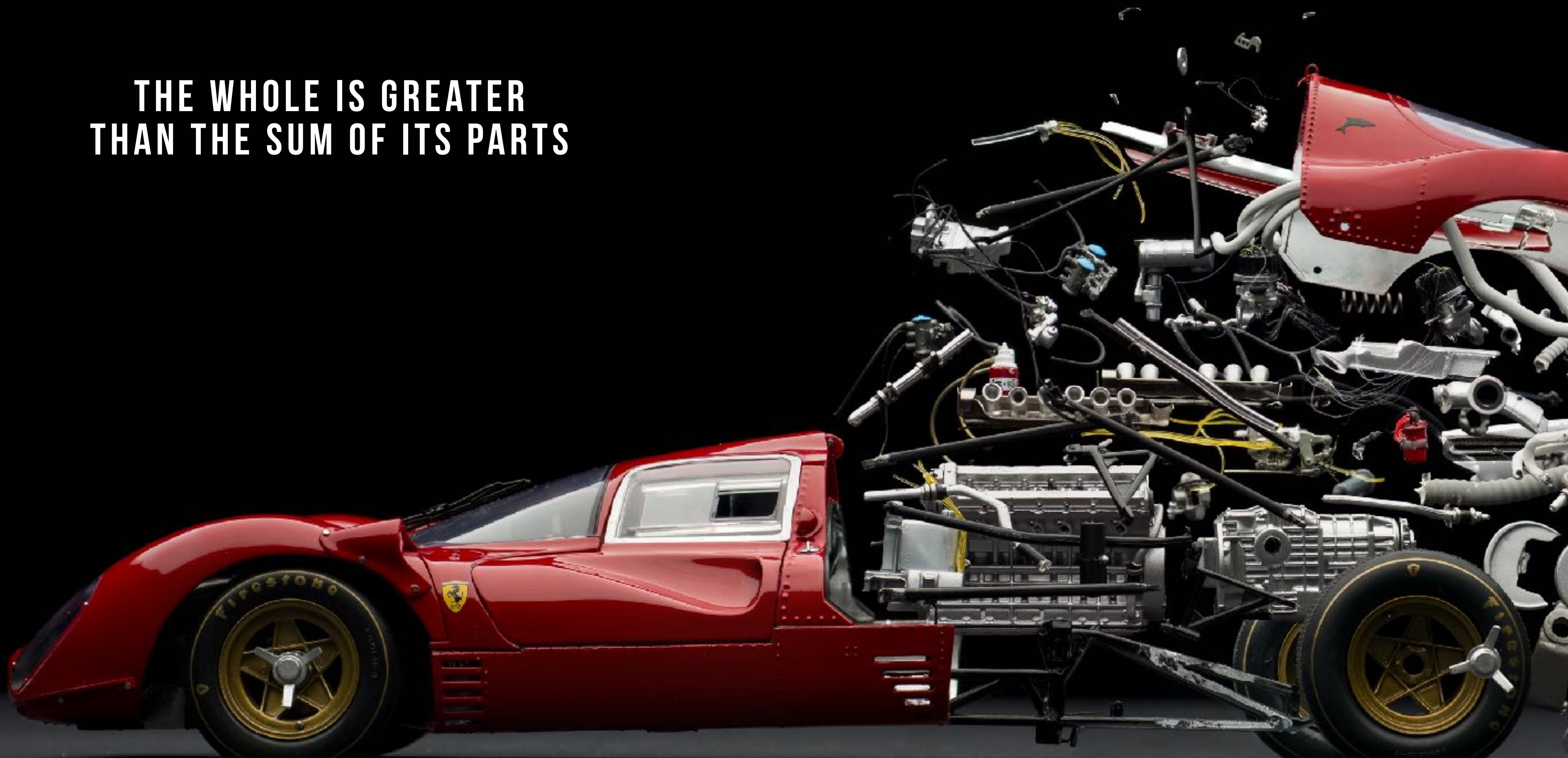
27% cite lack of talent and digital skills
OECD SME SURVEY

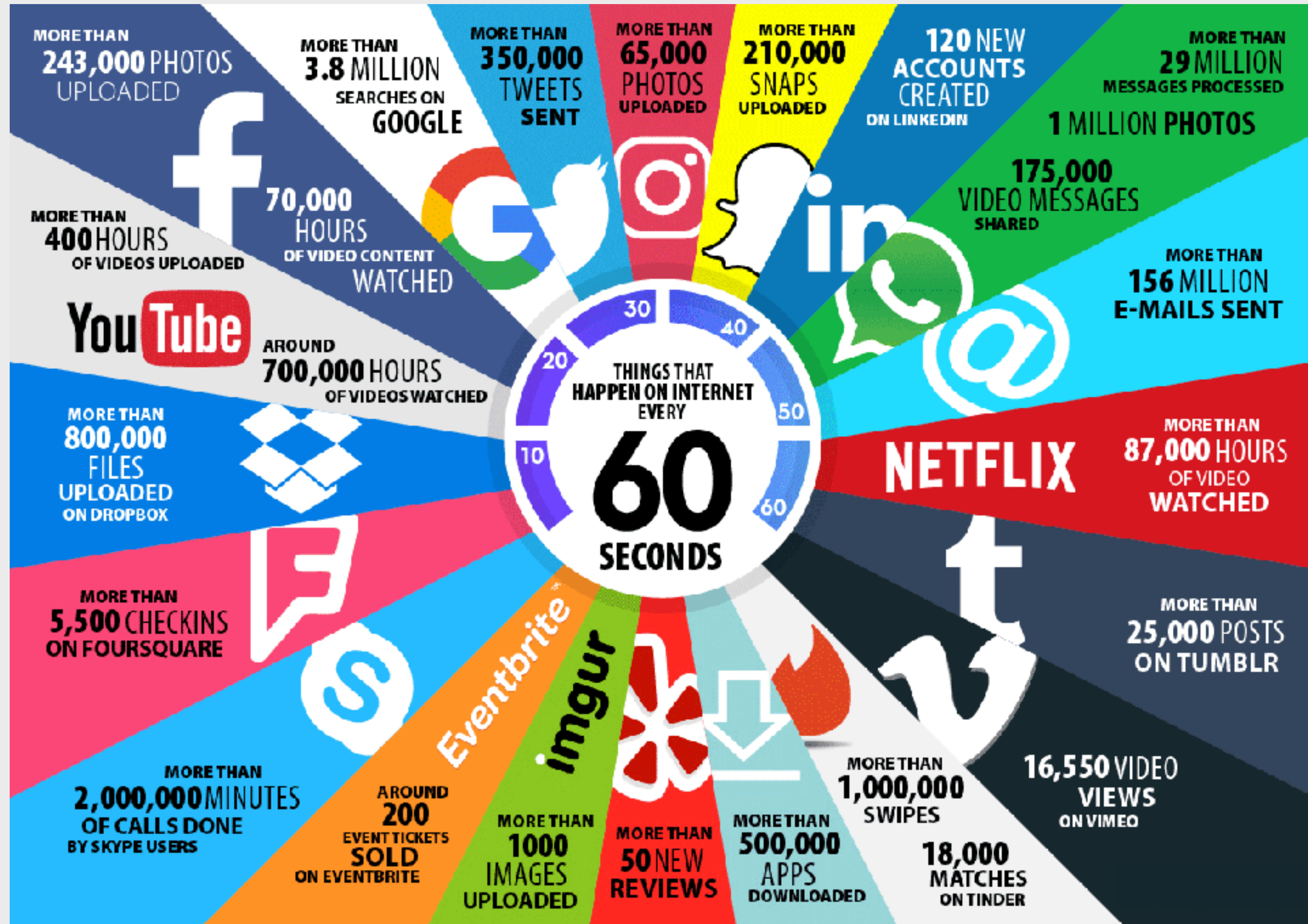
24% cite the cost of training itself
OECD SME SURVEY

Going it alone is **not**
strategically difficult.

It is structurally impossible.

**THE WHOLE IS GREATER
THAN THE SUM OF ITS PARTS**





Source: go-globe

YOUR MAIN COMPETITOR IS THE COMPOUND ADVANTAGE OF SCALE

independence without interdependence becomes a structural liability

A woman with blonde hair is lying on her back on a black metal frame. She is wearing a white, feathered costume that covers her torso and legs. She is holding a microphone in her right hand. The background is dark, and there is a lot of white confetti or feathers falling around her. The text "BE HUMAN" is overlaid in the center of the image.

BE HUMAN

A grayscale photograph of a woman with long dark hair and glasses, looking down at a smartphone. The image is overlaid with a faint, light-gray geometric network pattern consisting of dots and lines. The text is centered over the image.

TECHNOLOGY WILL BE MORE PRESENT BUT LESS VISIBLE

data is the raw material of the new economy

Without **data** you
are just another person
with an opinion

William Edwards Deming



Without an **opinion** you
are just another person
with data

Giuseppe Stigliano

Do you really think you can succeed alone in this context?

Are your people genuinely equipped for this transformation or are you just hoping they are?

Are your processes designed for this world or for the one that no longer exists?

Where will your next generation of customers meet your brand for the first time?

How well do you actually know your customer?

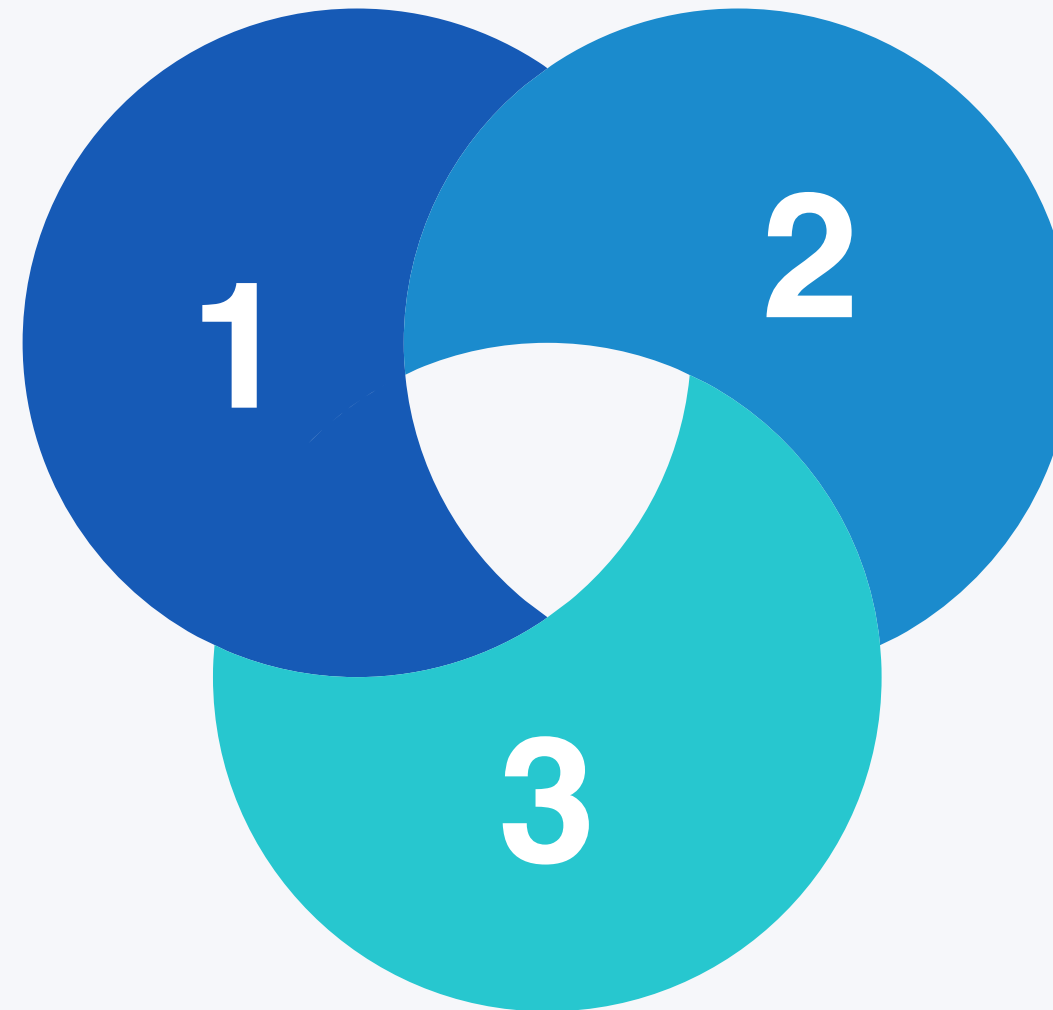
Do you have 5,000 engineers constantly refining your value proposition?

3 GUIDING PRINCIPLES

TO REDEFINE RETAIL IN THE AGE OF TURBULENCE

BE AMBIDEXTROUS

Competitive advantage is no longer sustained. It is transient and continuously rebuilt. The winners are the most ambidextrous.



BE EXPONENTIAL

In a world of rising complexity, going solo is not bold, it's nonsense. Growth today is networked, not linear.

BE HUMAN

If machines can do it, it is no longer your advantage. Technology will optimize everything. Your advantage is what it cannot reproduce. The human element is what makes your value proposition truly unique.



SCAN ME



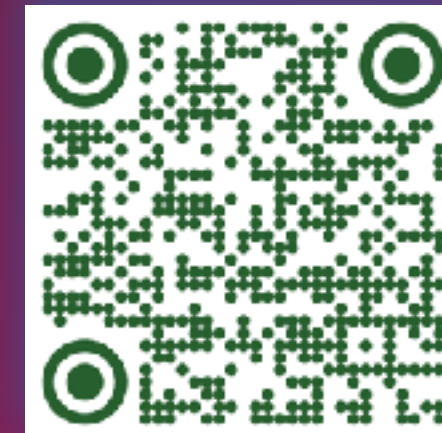
Build to adapt, not to last.

Giuseppe Stigliano



*The Future is Not Artificially Intelligent.
It Is Intelligently Artificial.*

Giuseppe Stigliano



SCAN ME